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The Good Jobs Strategy (GJS) is about making smart operational choices that leverage investment in people to create value for customers, employees, and investors. The Good Jobs Scorecard helps you to understand where your company is on delivering that value and to identify where you want to be.

The Scorecard has three equally important components: employees, customers, and operational performance. Low performance on any component signals that you have not fully adopted the GJS. For example, a high score on employee experience but poor operational performance means that you have not made the operational choices that would leverage your employee investment.

This document will take you through the key questions for each component. Some can be answered with quantitative data. For others, you would have to collect qualitative data through focus groups, analysis of policies and processes, employee or customer surveys, or other methods. A series of Excel tools available at **www.goodjobsinstitute.org** will then guide you through the data collection to create your company scorecard.

Most companies already use metrics for their customer experience and operational performance. This scorecard emphasizes the importance of including the employee experience and presents a novel approach to evaluating it.

COMPONENT 1:
EMPLOYEES

Examine how well you meet your employees' needs. Pull data and discuss with your leadership team to give yourself a score of 1-5 for each of the 9 employee factors. Are you giving your employees a compelling reason to stay with you, show up on time, and use their discretionary effort to work hard and create value for your customers?

COMPONENT 2:
CUSTOMERS

Examine how well you meet your customers' needs. Pull data and discuss with your leadership team to give yourself a score of 1-5 for each of the 7 customer factors. Are you giving customers a compelling reason to buy?

COMPONENT 3:
OPERATIONAL PERFORMANCE

Examine your operational performance. Pull data and discuss with your leadership team to give yourself a score of 1-5 for each of the 5 operational performance factors. Is it in the top quartile in your industry? Where could you be with a Good Jobs Strategy? What are the costs of the status quo?

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USE OF THIS
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There are many ways for many types of organization to use this scorecard. You can quantify the financial, competitive, and moral arguments for adopting the GJS. You can set goals and track progress. Our website provides a tracking tool for companies looking to use the scorecard for change management. For companies undergoing a Good Jobs Transformation, the scorecard pairs well with the Good Jobs Strategy Diagnostic tool, which helps you identify what needs to change to improve key scorecard metrics.

Investors can use this scorecard to evaluate companies and support strategic initiatives to improve performance across the metrics. Philanthropic foundations can use it to evaluate grant program performance or help define what a sustainable business looks like. These are just a few ideas. If you think of a new one, let us know!

The Good Jobs Scorecard is free for anyone to use. All we ask is that—in the spirit of continuous improvement—you will contribute to the evolution of this tool.

Please email **info@goodjobsinstitute.org** with at least one idea on how to improve the scorecard or with an innovative way to use it. We look forward to hearing from you!

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COMPONENT 1
EMPLOYEES

We have identified nine factors* that are especially important for frontline employees. Four are basic employee needs. Absence of these basic needs is often the cause of frontline stress, disengagement, and turnover in low-wage settings. The other five are higher needs that create the conditions for motivation and engagement.

WORK MEETS HIGHER NEEDS

MEANINGFULNESS
Work itself and significance to customer

PERSONAL GROWTH
Learning, creativity, problem solving

BELONGING
Team, pride for working at the company, mutual respect

ACHIEVEMENT
Have autonomy, tools, time & resources to do great work

RECOGNITION
High expectations, feedback from others and job

WORK PROVIDES BASIC NEEDS

PAY & BENEFITS
Fair for the work & compared to others, meets needs

SCHEDULES
Stable and predictable schedules, adequate hours

CAREER PATH
Clear and fair advancement to higher pay

SECURITY & SAFETY
Keep job if perform well, safe conditions

The next two pages offer key questions for each factor. For basic needs factors, you can use quantitative data to answer. For higher needs factors, you can examine policies related to the questions; collect data through employee focus groups, interviews, or surveys; and examine qualitative comments on Glassdoor. Even for factors you can measure quantitatively or with company policies, we recommend a reality check with employees. Their perceptions may be different and some company policies may not be executed at the frontline level.

Once you have pulled the data, come together as a team and score yourself from 1 to 5 on each factor. The Excel scorecards at **www.goodjobsinstitute.org/good-jobs-scorecard** will help guide this process.

* These nine factors are rooted in the academic literature on human motivation and work design, from Maslow's Hierarchy of Needs to Herzberg's Motivator-Hygiene Theory to Hackman and Oldman's Job Characteristics Model to more recent work by Teresa Amabile, Dan Ariely, Francesca Gino, Adam Grant, and others on purpose, creativity, productivity, and motivation—all of which can be found on the Good Jobs Institute website.

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COMPONENT 1
EMPLOYEES – BASIC NEEDS

KEY QUESTIONS	WAYS TO MEASURE

PAY & BENEFITS

• Is pay (hourly and annual take-home) high enough that employees can focus on their work and not worry about their financial state? • Is pay perceived as fair for the work and fair as compared to others? • Are most employees permanent with benefits? • Are benefits sufficient for employee needs?	• % of employees making a living hourly wage (see MIT Living Wage Calculator) • % of employees whose annual pay is <$10K, $10-$20K, $20-$30K, >30K • % of full-time employees on federal assistance • % of temporary and/or contract workers • Average wage compared to industry • Equality of pay among people doing equal work

SCHEDULES

• Do employees get schedules sufficiently in advance to plan their lives? • Do last-minute changes disrupt employees' schedules and lives? • Are each employee's hours adequate for his or her needs?	• # of weeks notice for schedules • Deviation between actual and planned hours/employee/week • % of employees working (per week):<10 hours, 10-20 hours, 20-30 hours, 30-40 hours, >40 hours • % full-time employees • Minimum guaranteed hours for part-timers

CAREER PATH

• Do employees believe they can have a career at your company? • Are career paths clear and fair? • Do employees think they can build a strong financial future by staying at your company?	• % of frontline managers promoted from within • % of field leaders promoted from within (e.g., regional and district managers)

SAFETY & SECURITY

• Do employees believe they will have their job if they perform well—that they will not be laid off? • Do employees feel safe at work? • Do employees feel there's someone trustworthy to whom they can voice their concerns?	• # of safety incidents (both employee and customer) • # of layoffs in last 5 years

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COMPONENT 1
EMPLOYEES – HIGHER NEEDS

FACTOR	KEY QUESTIONS TO ASK
MEANING-FULNESS	• Can employees connect their work to doing something worthwhile for customers? • Is your organization's mission or purpose meaningful for employees? • Do employees feel ownership of their work? • Are employees able to complete a piece of work that has an obvious beginning and an end? • Does the frontline job involve performing a variety of tasks? • Does the frontline job require a depth of knowledge and expertise?
PERSONAL GROWTH	• Does your organization help employees achieve their short- and long-term personal goals (e.g., physical, psychological, and financial health; professional and developmental goals)? • Does the job enable employees to be creative? • Can employees leverage their strengths and improve them? • Does the frontline job provide opportunities for problem solving and growth?
BELONGING	• Is there a sense of teamwork? • Do employees believe that their coworkers are able and motivated to do their jobs well? • Can employees develop close friendships at work? • Do managers/supervisors care about the welfare of the people who work for them? • Are managers/supervisors given time and resources to show that care? • Are employees proud to work at your company? • Do employees feel that their time and knowledge is respected?
ACHIEVEMENT	• Do employees know what is expected of them? • Do employees have the materials, equipment, information, and time to do their jobs well? • Are employees empowered to solve problems for customers without approval from a manager? • Does the job involve solving process or product problems? • Does the job allow employees to use personal initiative or judgment? • Do employees believe that working at your company brings out their best ideas?
RECOGNITION	• Are there high expectations to improve performance? • Do employees feel challenged to push their limits? Do they enjoy it? • Do employees receive regular feedback from their manager and coworkers? • Is good work recognized by one's manager and coworkers? • Do employees get feedback directly from the job itself as to whether they did it well? (For example, a plumber fixes a sink and it works.) • Do leaders demonstrate that employees are important to the company's success? • Do senior leaders recognize frontline employees for their successes?

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COMPONENT 2
CUSTOMERS

Similar to the employee hierarchy of needs, we created a customer hierarchy of needs with seven factors. Four are basic needs and the other three are higher needs that create conditions for establishing an emotional connection.

MEET HIGHER CUSTOMER NEEDS

ASSURANCE	EMPATHY	PURPOSE
Knowledgeable employees who convey trust	Caring employees, personal attention	Customers identify with the brand, feel ownership

MEET BASIC CUSTOMER NEEDS

RELIABILITY	EFFICIENCY	CUSTOMER INTERFACE	RESPONSIVENESS
Deliver the promised service/product accurately	Deliver the promised service/product efficiently	Clean, easy to navigate	Friendly employees willing to help customers

These seven factors combine well-known SERVQUAL measures with efficiency and purpose. We recommend that each organization identifies its own version of basic needs and higher needs based on this framework. What factors to include and how to measure each factor will depend on your offering.

We recommend collecting data through a mix of methods, which may include focus groups, observations, internal data such as customer surveys, and external data such as Yelp or Trip Advisor. Below are some sources you can use to score your performance on these factors.

- Mystery shopper evaluations
- Customer surveys
- Customer focus groups and observations
- Social media sentiment
- Yelp ratings and qualitative comments
- Capacity measures for sufficient staffing
  (e.g., customer traffic per labor-hour in retail)

Once you have pulled the data, come together as a team and score yourself from 1 to 5 on each factor. The Excel scorecards at **www.goodjobsinstitute.org/good-jobs-scorecard** will help guide this process.

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COMPONENT 2
CUSTOMERS

FACTOR	KEY QUESTIONS TO ASK

MEET BASIC CUSTOMER NEEDS

RELIABILITY	• Do you deliver the requested product/service accurately? • Do you meet your promised time frame for responsiveness?
EFFICIENCY	• Do you deliver the promised product/service efficiently?
CUSTOMER INTERFACE	• Are customer-facing areas clean and easy to navigate? • Are physical spaces visually appealing?
RESPONSIVE-NESS	• Are employees friendly and always willing to go out of their way to serve customers? • Is service prompt? • Does the company make it easy for the employee to address customer issues?

MEET HIGHER CUSTOMER NEEDS

ASSURANCE	• Do employees convey trust in customers? • Do customers feel safe when transacting with employees? • Do employees know enough about the products or services to help customers well?
EMPATHY	• Do employees have the opportunity to build relationships with customers? • Do employees give the customer personalized attention?
PURPOSE	• Do customers have a strong emotional connection to your brand and/or mission?

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COMPONENT 3
OPERATIONAL PERFORMANCE

Operational excellence is at the heart of the Good Jobs Strategy. Good jobs companies achieve superior performance on multiple metrics.

- Low turnover
- Lower costs that result from (1) low turnover, (2) minimal waste, and (3) cost reduction ideas from employees who are engaged in improvement
- High customer satisfaction and sales
- Consistent operational execution
- High productivity of assets (labor, inventory, space)

In the next Page we offer ways to measure these metrics. You can collect data:

1) At the unit level to explore variation across different units and identify correlations between employee-related measures (e.g., turnover, staffing levels) and operational performance.
2) At the company level to compare your overall performance to top performers in your industry and discuss where you would be if you pursued operational excellence through the Good Jobs Strategy.

The analysis described above can help you quantify the size of the Good Jobs opportunity and to identify your biggest performance gaps.

Once you have pulled the data, come together as a team and score yourself from 1 to 5. The Excel scorecards at **www.goodjobsinstitute.org**/**good**-**jobs**-**s**core**c**a**rd** will help guide this process

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COMPONENT 3
OPERATIONAL PERFORMANCE

KEY QUESTIONS	WAYS TO MEASURE

EMPLOYEE STABILITY

• Do you have stability in your workforce?
  - Do employees stay with the company?
  - Do employees show up consistently and on time?
	• Employee turnover (e.g., ~4% at Mercadona)
	• First-year or 90-day turnover %
	• Turnover % of employees >1 year tenure (e.g., ~6% at Costco)
	• Absenteeism

COSTS

• What is the direct cost of employee turnover? • Can employees protect company assets? • Do your employees help you reduce costs?	• Cost of turnover • Theft or shrink • Waste • Cost savings from employee ideas

CUSTOMER SATISFACTION AND SALES METRICS

• Do you have loyal customers? • Do you see strong customer service and loyalty in your sales metrics?	• NPS, Yelp, Tempkin, ACSI • Average ticket spend • Repeat customer rate • Conversion rate • Same-unit sales growth

OPERATIONAL EXECUTION

• Can you execute plans consistently across units? • Do you frequently ask frontline employees to redo tasks or make last-minute changes to their work?	• Data inaccuracy • Misplaced products or resources • # of changes, promotions, and/or deviations from schedule

PRODUCTIVITY

• What are the most important assets you need to optimize? • How productive are those assets?	• Productivity of your most important resources (e.g., space, people, inventory/materials)

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